

**General Assembly**

Distr.: General

16 April 1999

Original: English

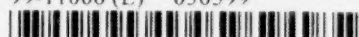
Fifty-fourth session**Proposed programme budget for the biennium 2000–2001*****Part IV****International cooperation for development****Section 13****Human settlements**

(Programme 11 of the medium-term plan for the period 1998–2001)

Contents

	<i>Page</i>
Overview	2
A. Policy-making organs	6
B. Executive direction and management	7
C. Programme of work	10
1. Adequate shelter for all	12
2. Sustainable urban development	17

* The present document contains section 13 of the proposed programme budget for the biennium 2000–2001. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6 (A/54/6 Rev. 1)*.



Section 13

Human settlements

(Programme 11 of the medium-term plan for the period 1998–2001)

Overview

- 13.1 The basic orientation of the work programme of the United Nations Centre for Human Settlements for the biennium 2000–2001 emanates from the second United Nations Conference on Human Settlements (Habitat II) held in Istanbul in June 1996. The Habitat Agenda as approved by the General Assembly outlines the goals, commitments, principles and a global plan of action to guide the sustainable development of human settlements. It further designates the Centre as focal point for its implementation and assigns a number of responsibilities to it in this respect. As outlined in the medium-term plan, as revised (A/53/6/Rev.1), the strategies to achieve the goals of the Habitat Agenda include enablement and participation, capacity-building and institutional development. A major activity for the biennium 2000–2001, which is accountable for the bulk of the resource growth in the section, will be the preparation and servicing of the special session of the General Assembly in 2001 (Istanbul +5) on the overall review and appraisal of the implementation of the Habitat Agenda.
- 13.2 During the biennium 1998–1999, the Centre went through a significant process of assessment and revitalization, in response to instructions given to the Secretary-General by the General Assembly and the Commission on Human Settlements. The General Assembly, in its resolution 52/190 of 18 December 1997 requested the Secretary-General to undertake, in the light of the review of the mandate of the Commission on Human Settlements, a comprehensive and in-depth assessment of the United Nations Centre for Human Settlements (Habitat) with a view to its revitalization, called for in paragraph 19 of Assembly resolution 51/177 of 16 December 1996. In response to that resolution, the report of the Secretary-General on the assessment of the Centre (A/53/512) was based on several studies, including the so-called four-nation study on the assessment of the organization and management of the Centre, as well as on specific recommendations to strengthen the Centre made by the Task Force on Environment and Human Settlements. The report, endorsed by the General Assembly, indicated that the problems of dispersed and insufficiently focused activities had been addressed in various proposals by the Centre for restructuring the organization, and that it had been agreed that the Centre should be reorganized along programmatic lines.
- 13.3 The proposals by the Centre culminated in the “Strategic Vision for Habitat” tabled in November 1998. It envisages a revitalized “Habitat: City Agency”, which will adopt the style and profile of a global advocacy agency, dealing with human settlements issues in the context of an urbanizing world. The work programme for the biennium 2000–2001 provides the first opportunity to signal the fundamental changes that will be undertaken within the Centre and between it and its partners to make this strategic approach a reality. Prepared during the process of assessment, the draft work programme reflects the need for a strategic focus with a limited number of well-defined objectives, while also providing for the necessary continuity within the overall orientation of the medium-term plan for the period 1998–2001. The draft work programme indicates that, in 2000–2001, the Centre will launch two significant global campaigns, chosen as strategic entry points into the two Habitat Agenda themes of adequate shelter and sustainable urban settlements. Those would be: (a) the global campaign for secure tenure and (b) the global campaign on urban governance. Accordingly, it was proposed that the work programme be implemented through two subprogrammes: 1, Adequate shelter for all and 2, Sustainable urban development. The Committee of Permanent Representatives, in December 1998, expressed their concurrence with the choice of two subprogrammes and outlined that the selection of two subprogrammes was a direct follow-up to the work of the revitalization team and its formulation of a strategic focus on the above two themes. The draft work programme is to be discussed and approved by the Commission on Human Settlements in May 1999.

Section 13 Human settlements

- 13.4 Given the timing of these discussions since 1998, it was not possible to include the programmatic aspects of the restructuring and revitalization of the Centre in the revisions to the medium-term plan for the period 1998–2001, submitted to the General Assembly at its fifty-third session through the Committee for Programme and Coordination.
- 13.5 The main objectives of the programme would be: to advocate and promote the granting of secure forms of tenure in the context of rapid urbanization, and to assist the partners of the Habitat Agenda with the formulation and application of enabling policies and programmes on security of tenure and the provision of shelter, basic infrastructure and services; advocate and promote good governance at the urban/municipal level, and to build civic and economic capital for improving the urban environment and the living conditions of the urban poor.
- 13.6 The resources proposed for this section reflect a net growth of \$701,400, or 5.5 per cent, resulting from (a) additional resources for (i) the preparatory activities of the special session of the General Assembly (Istanbul +5) totalling \$662,200, including provisions for a senior officer at the P-5 level and a Local level staff under general temporary assistance (\$252,200), organization of global and regional preparatory expert meetings (\$320,000) and travel related to the preparatory activities (\$90,000); and (ii) additional requirements for temporary assistance (\$21,800) and equipment (\$19,300); and (b) a reduction of \$1,900 under posts.
- 13.7 The estimated extrabudgetary resources of \$89,704,900 represent 86.0 per cent of the total resources available for this programme. The proposed budget of the United Nations Habitat and Human Settlements Foundation for the biennium 2000–2001 is to be reviewed and approved at the seventeenth session of the Commission on Human Settlements in May 1999.
- 13.8 The estimated percentage distribution of the total resources under this section for the biennium 2000–2001 would be as follows:

	Regular budget	Extra- budgetary
	(percentage)	
A Policy-making organs	8.1	–
B Executive direction and management	20.2	5.6
C Programme of work	71.7	94.4
Total	100.0	100.0

Table 13.1 Summary of requirements by component

(Thousands of United States dollars)

(1) Regular budget

Component	1996 expendi- tures	1997 expendi- tures	1998 appropri- ations	1999 appropri- ations	Resource growth		Total before recosting	Recosting	2000 2001 estimates
					Amount	Percentage			
A. Policy-making organs	1 844.7		1 073.9		–	–	1 073.9	23.9	1 097.8
B. Executive direction and management	2 175.0		2 639.2		46.3	1.7	2 685.5	265.3	2 950.8
C. Programme of work	8 136.6		8 875.6		655.1	7.3	9 530.7	1 054.0	10 584.7
Total	12 156.3		12 588.7		701.4	5.5	13 290.1	1 343.2	14 633.3

(2) *Extrabudgetary resources*

	1996 1997 expendi- tures	1998 1999 estimates	Source of funds	2000 2001 estimates
	—	1 402.9	(a) Services in support of:	
1 784.2	1 548.0		(i) United Nations organizations	1 850.0
			(ii) Extrabudgetary activities	1 234.0
			(b) Substantive activities	
3 667.5	4 310.3		United Nations Habitat and Human Settlements Foundation	5 949.6
5 729.0	5 655.2		United Nations Centre for Human Settlements (Habitat)	5 571.3
			(c) Operational projects	
17 884.3	16 400.0		United Nations Habitat and Human Settlements Foundation	15 100.0
45 000.0	90 000.0		UNDP and other sources	60 000.0
Total (2)	74 065.0	119 316.4		89 704.9
Total (1) and (2)	86 221.3	131 905.1		104 338.2

Table 13.2 **Summary of requirements by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996 1997 expendi- tures	1998 1999 appropri- ations	Resource growth		Total before recosting	Recosting	2000 2001 estimates
			Amount	Percentage			
Posts	9 750.2	10 359.0	(1.9)	—	10 357.1	1 126.8	11 483.9
Other staff costs	1 622.1	1 227.4	274.0	22.3	1 501.4	44.3	1 545.7
Consultants and experts	333.4	403.4	320.0	79.3	723.4	78.3	801.7
Travel	207.3	114.0	90.0	78.9	204.0	10.1	214.1
Contractual services	70.5	80.8	—	—	80.8	15.2	96.0
General operating expenses	139.3	167.2	—	—	167.2	23.9	191.1
Hospitality	21.9	5.4	—	—	5.4	1.0	6.4
Supplies and materials	11.6	86.9	—	—	86.9	14.9	101.8
Furniture and equipment	—	144.6	19.3	13.3	163.9	28.7	192.6
Total	12 156.3	12 588.7	701.4	5.5	13 290.1	1 343.2	14 633.3

(2) *Extrabudgetary resources*

	1996-1997 expenditures	1998-1999 estimates	Object of expenditure	2000-2001 estimates
	19 388.1	21 276.4	Posts	14 896.7
	29.4	-	Other staff costs	-
	1 854.8	185.0	Consultants and experts	157.5
	2 052.0	250.0	Travel	177.6
	1 396.8	312.0	Contractual services	327.7
	3 213.3	1 746.0	General operating expenses	1 618.5
	202.2	213.0	Supplies and materials	196.5
	479.2	50.0	Furniture and equipment acquisition	-
	5 074.4	-	Grants and contributions	-
	40 374.8	95 284.0	Other	72 330.4
Total	74 065.0	119 316.4		89 704.9
Total (1) and (2)	86 221.3	131 905.1		104 338.2

Table 13.3

Post requirements*Organizational unit: United Nations Centre for Human Settlements*

	<i>Established posts</i>		<i>Temporary posts</i>					
	<i>Regular budget</i>		<i>Regular budget</i>		<i>Extrabudgetary resources</i>		<i>Total</i>	
	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001	1998-1999	2000-2001
Professional category and above								
USG	1	1	-	-	-	-	1	1
ASG	-	-	-	-	1	-	1	-
D-2	1	1	-	-	2	1	3	2
D-1	3	3	-	-	7	6	10	9
P-5	6	6	-	-	15	15	21	21
P-4/3	26	26	-	-	35	21	61	47
P-2/1	5	5	-	-	15	12	20	17
Total	42	42	-	-	75	55	117	97
General Service category								
Other level	2	2	-	-	-	-	2	2
Total	2	2	-	-	-	-	2	2
Other categories								
Local level	22	22	-	-	81	47	103	69
Total	22	22	-	-	81	47	103	69
Grand total	66	66	-	-	156	102	222	168

A. Policy-making organs

Table 13.4 Summary of requirements by object of expenditure

(Thousands of United States dollars)

Object of expenditure	1996 1997 expenditures	1998 1999 appropriations	Resource growth		Total before recasting	Recasting	2000 2001 estimates
			Amount	Percentage			
Other staff costs	1 568.4	1 049.4	—	—	1 049.4	20.3	1 069.7
Consultants and experts	51.9	—	—	—	—	—	—
Travel	100.2	—	—	—	—	—	—
General operating expenses	94.9	19.1	—	—	19.1	2.6	21.7
Hospitality	21.9	5.4	—	—	5.4	1.0	6.4
Supplies and materials	7.4	—	—	—	—	—	—
Total	1 844.7	1 073.9	—	—	1 073.9	23.9	1 097.8

- 13.9 The 58-member Commission on Human Settlements reports to the General Assembly through the Economic and Social Council and holds regular biennial eight-day sessions, normally at United Nations Centre for Human Settlements headquarters in Nairobi. At its sessions, the Commission reviews the work programme and outputs of the Centre, including its operational activities. The sessions bring together representatives of Member States, as well as observers. The Second United Nations Conference on Human Settlements (Habitat II) mandated that other partners, non-governmental organizations, representatives of local authorities and private sector, which are major players in human settlements development, be brought into the process. Thus, as of the sixteenth session of the Commission, the number of participating observers has increased.
- 13.10 The General Assembly, in its resolution 53/180 of 15 December 1998, decided that the special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) will be held in June 2001 for a period of three working days. By the same resolution the Assembly decided that the Commission on Human Settlements, which is currently scheduled at its seventeenth and eighteenth sessions to focus on monitoring the implementation of the Habitat Agenda and assessing its impact, should serve as the preparatory committee for the special session and that the preparatory committee for the special session shall be open-ended to allow full participation of all States. The General Assembly invited the Commission on Human Settlements, serving as the preparatory committee, to meet for two working days back-to-back with its forthcoming seventeenth session in order, *inter alia*, to elect its officers, adopt rules of procedures and consider the organization of work for its first substantive session, to be held in Nairobi for five working days in May 2000, and to consider at its first substantive session the modalities, duration, date and agenda for the second substantive session, to be held in 2001. The resource requirements related to the meetings of the Commission in its capacity as the preparatory committee for the special session, are reflected under section 2, General Assembly affairs and conference services.

Resource requirements (at current rates)

Other staff costs

- 13.11 The estimated amount of \$1,049,400, at maintenance level, relates to temporary assistance for meetings (\$1,043,600) and overtime (\$5,800) required for servicing of the eighteenth session of the Commission.

General operating expenses and hospitality

- 13.12 A provision in the amount of \$24, 500, at maintenance level, is required as follows: \$9,700 for rental and maintenance of equipment, \$5,400 for hospitality, \$6,400 for freight and related costs and \$3,000 for miscellaneous services.

B. Executive direction and managementTable 13.5 **Summary of requirements by object of expenditure**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	1996-1997 expenditures	1998-1999 appropriations	Resource growth		Total before recosting	Recosting	2000-2001 estimates
			Amount	Percentage			
Posts	2 041.9	2 214.5	106.5	4.8	2 321.0	237.3	2 558.3
Other staff costs	53.7	13.9	185.9	—	199.8	11.7	211.5
Consultants and experts	—	90.1	(90.1)	(100.0)	—	—	—
Travel	30.8	32.1	—	—	32.1	1.6	33.7
Contractual services	—	—	—	—	—	—	—
General operating expenses	44.4	57.1	6.4	11.2	63.5	5.3	68.8
Supplies and materials	4.2	86.9	(59.4)	(68.3)	27.5	3.7	31.2
Furniture and equipment	—	144.6	(103.0)	(71.2)	41.6	5.7	47.3
Total	2 175.0	2 639.2	46.3	1.7	2 685.5	265.3	2 950.8

(2) Extrabudgetary resources

	1996-1997 expenditures	1998-1999 estimates	Source of funds	2000-2001 estimates
	—	1 402.9	(a) Services in support of:	
	1 784.2	1 548.0	(i) United Nations organizations	1 850.0
			(ii) Extrabudgetary activities	1 234.0
			(b) Substantive activities	
	288.2	1 903.4	United Nations Habitat and Human Settlements Foundation	1 938.5
	185.6	314.7	United Nations Centre for Human Settlement (Habitat)	—
Total (2)	2 258.0	4 854.3		5 022.5
Total (1) and (2)	4 433.0	7 493.5		7 973.3

Table 13.6 Post requirements

Programme: Executive direction and management

	Established posts		Temporary posts				Total	
	Regular budget		Regular budget		Extrabudgetary resources			
	1998 1999	2000 2001	1998 1999	2000 2001	1998 1999	2000 2001	1998 1999	2000 2001
Professional category and above								
USG	1	1	—	—	—	—	1	1
ASG	—	—	—	—	1	—	1	—
D-2	1	—	—	—	2	—	3	—
D-1	—	—	—	—	2	—	2	—
P-5	1	2	—	—	—	—	1	2
P-4/3	4	4	—	—	3	3	7	7
P-2/1	—	1	—	—	—	1	—	2
Total	7	8	—	—	8	4	15	12
General Service category								
Other level	2	2	—	—	—	—	2	2
Total	2	2	—	—	—	—	2	2
Other categories								
Local level	5	5	—	—	12	21	17	26
Total	5	5	—	—	12	21	17	26
Grand total	14	15	—	—	20	25	34	40

- 13.13 Executive direction and management is composed of the Office of Executive Director and the Liaison Office in New York. The Office of the Executive Director is expected to provide overall direction, supervision and management of the Centre in the implementation of its legislative mandate and its approved work programme. The functions of the New York Liaison Office include participation in the work of the General Assembly, the Economic and Social Council and meetings of other intergovernmental bodies, liaison with permanent missions in New York and provision of information to all involved in human settlement activities, including non-governmental organizations.

Outputs

- 13.14 During the biennium 2000–2001, the following outputs will be delivered:

Servicing of intergovernmental/expert bodies

- Substantive servicing. Eighteenth session of the Commission on Human Settlements;
- Parliamentary documentation. Reports to the Commission at its eighteenth session on the activities and work programme of the Centre, and reports to eight sessions of the Committee of Permanent Representatives, as requested.

Resource requirements (at current rates)*Posts*

- 13.15 An estimated amount of \$2,321,000 would be required to cover the costs of the posts shown in table 13.6 above. The growth of \$106,500 is a net result of: outward redeployment of one D-2 to subprogramme 1; inward redeployment of one P-2 from the programme of work to the Office of the Executive Director; and redeployment of one P-5 to the New York Liaison Office.

Other staff costs

- 13.16 An amount of \$199,800, reflecting an increase of \$185,900, would be required for all of the Centre's needs for temporary replacement of staff on extended sick leave or maternity leave and the engagement of additional staff during peak workload periods. The increase of \$185,900 includes an amount of \$164,100 being transferred from the programme of work to executive direction and management, as well as a net resource increase of \$21,800. It is anticipated that central management of temporary assistance will allow more efficient use of resources within the section.

Travel

- 13.17 An amount of \$32,100, at maintenance level, is requested for the travel of the Executive Director and the staff of his/her office to participate in the work of the General Assembly and the Economic and Social Council, and to address various institutions in different regions on the Centre's programmes, including follow-up to Habitat II.

General operating expenses

- 13.18 An estimated amount of \$63,500, reflecting an increase of \$6,400, would be required for communications requirements in the Office of the Executive Director in Nairobi (\$16,600) and in the New York Liaison Office (\$46,900). The increase of \$6,400 is due to additional communications requirements of the New York Liaison Office.

Supplies and materials

- 13.19 An amount of \$27,500, reflecting a decrease of \$59,400, would be required for supplies and materials for the Office of the Executive Director (\$16,600) and the New York Liaison Office (\$10,900). The redeployment of \$59,400 to the programme of work is proposed.

Furniture and equipment

- 13.20 An estimated amount of \$41,600, reflecting a decrease of \$103,000, would be required for the replacement and maintenance of computer equipment in Nairobi (\$27,200) and in New York (\$14,400). Six obsolete computers and printers in Nairobi, and four computers and printers in New York, would be replaced. The decrease amount of \$103,000 is proposed for redeployment to the programme of work.

C. Programme of work

Table 13.7 Summary of requirements by subprogramme

(Thousands of United States dollars)

(1) Regular budget

Subprogramme ^a	1996-1997 expendi- tures	1998-1999 appropri- ations	Resource growth		Total before recasting	Recasting	2000-2001 estimates
			Amount	Percentage			
1. Adequate shelter for all	—	4 748.8	115.5	2.4	4 864.3	559.0	5 423.3
2. Sustainable urban development	—	4 126.8	539.6	13.0	4 666.4	495.0	5 161.4
Total	8 136.6^b	8 875.6	655.1	7.3	9 530.7	1 054.0	10 584.7

(2) Extrabudgetary resources

	1996-1997 expendi- tures	1998-1999 estimates	Source of funds	2000-2001 estimates
			(a) Services in support of:	
	—	—	(i) United Nations organizations	—
	—	—	(ii) Extrabudgetary activities	
			(b) Substantive activities	
	3 667.5	2 406.9	United Nations Habitat and Human Settlements Foundation	4 011.1
	5 543.4	5 655.2	United Nations Centre for Human Settlements (Habitat)	5 571.3
			(c) Operational projects	
	17 596.1	16 400.0	United Nations Habitat and Human Settlements Foundation	15 100.0
	45 000.0	90 000.0	UNDP and other sources	60 000.0
Total (2)	71 807.0	114 462.1		84 682.4
Total (1) and (2)	79 943.6	123 337.7		95 267.1

^a Subprogrammes 1 and 2 incorporate Assessment, monitoring and information and Environment and infrastructure, respectively.

^b Distribution by subprogramme is not available, due to subsequent restructuring.

Table 13.8 **Post requirements**
Programme: Human settlements

	Established posts		Temporary posts				Total	
	Regular budget		Regular budget		Extrabudgetary resources			
	1998	2000	1998	2000	1998	2000	1998	2000
	1999	2001	1999	2001	1999	2001	1999	2001
Professional category and above								
D-2	—	1	—	—	—	1	—	2
D-1	3	3	—	—	5	6	8	9
P-5	5	4	—	—	15	15	20	19
P-4/3	22	22	—	—	32	18	54	40
P-2/1	5	4	—	—	15	11	20	15
Total	35	34	—	—	67	51	102	85
Other categories								
Local level	17	17	—	—	69	26	86	43
Total	17	17	—	—	69	26	86	43
Grand total	52	51	—	—	136	77	188	128

- 13.21 The work programme is designed to focus on: (a) organizing global campaigns within the context of the two themes of the Habitat Agenda, such as (i) security of tenure and (ii) urban governance; (b) raising public awareness on the themes of the Habitat Agenda in the context of urbanization, on the importance of the issues covered by the global campaigns, and on the role of strategic partnerships; (c) continuing needed capacity-building in countries on implementing the Habitat Agenda in accordance with national priorities and plans of action, both through normative and operational activities; (d) monitoring and assessing the implementation of the Habitat Agenda at global, regional, national and local levels; (e) supporting the establishment and strengthening of strategic and operational partnerships with local authorities, non-governmental organizations, community-based organizations, the private sector and other partners in civil society; (f) servicing the Commission on Human Settlements in its role of: (i) coordinating and global monitoring of the implementation of the Habitat Agenda; and (ii) serving as the preparatory committee for the special session of the General Assembly for an overall review and appraisal of the implementation of the Habitat Agenda, as well as the special session in 2001; (g) building capacity for critical and effective internal evaluation of the Centre's substantive work.
- 13.22 As a part of the process of revitalization of the Centre, it is proposed that the number of subprogrammes be reduced from four to two. Two subprogrammes, namely, 1, Adequate shelter for all and 2, Sustainable urban development, are being created. It is proposed that adequate shelter for all roughly incorporate subprogrammes 1 and 4 of the programme budget for the biennium 1998–1999, namely, Shelter and social services and Assessment, monitoring and information. The new subprogramme, 2, Sustainable urban development, would generally incorporate subprogrammes 2 and 3 of the programme budget for the biennium 1998–1999, namely, Urban management and Environment and infrastructure, respectively.
- 13.23 The resources shown for the biennium 1998–1999 for the subprogramme adequate shelter for all are those available to subprogrammes 1 and 4 of the programme budget for 1998–1999, Shelter and social services and Assessment, monitoring and information, respectively, and the resources shown for sustainable urban development for 1998–1999, are those available to subprogrammes 2 and 3 of the programme budget for 1998–1999, urban management and environment and infrastructure, respectively.

Expected accomplishments

- 13.24 During the biennium 2000–2001, the Centre is expected to accomplish the following: (a) increased global awareness of the fundamental role of security of tenure for the provision of adequate shelter, infrastructure and services in rapidly urbanizing human settlements; (b) increased global awareness of the role and contribution of good urban governance to sustainable social, economic and environmental development; (c) an increased commitment by Governments at the national and local levels, and their partners in civil society, to guide public and private investments for the provision of adequate shelter, basic infrastructure and services; (d) increased commitment and capacity at the level of local authorities for the exercise of good governance in the planning and management of sustainable urban development; and (e) enhanced capacity in the United Nations, Governments at the national and local levels, as well as their partners, to monitor and assess urban conditions and trends, in the context of implementing the Habitat Agenda.

Subprogramme	Regular budget	Extra-budgetary
	(percentage)	
1. Adequate shelter for all	51.2	48.8
2. Sustainable urban development	48.8	51.2
Total	100.0	100.0

Subprogramme 1

Adequate shelter for all

Table 13.9 Summary of requirements by object of expenditure^a
(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	1996 1997 expenditures ^b	1998 1999 appropriations	Resource growth		Total before recosting	Recosting	2000 2001 estimates
			Amount	Percentage			
Posts	—	4 236.3	204.3	4.8	4 440.6	491.6	4 932.2
Other staff costs	—	164.1	(164.1)	(100.0)	—	—	—
Consultants and experts	—	156.9	44.3	28.2	201.2	31.4	232.6
Travel	—	42.4	—	—	42.4	2.1	44.5
Contractual services	—	80.8	(40.5)	(50.1)	40.3	7.6	47.9
General operating expenses	—	68.3	(26.0)	(38.0)	42.3	8.0	50.3
Supplies and materials	—	—	29.7	—	29.7	5.6	35.3
Furniture and equipment	—	—	67.8	—	67.8	12.7	80.5
Total	—	4 748.8	115.5	2.4	4 864.3	559.0	5 423.3

(2) *Extrabudgetary resources*

	1996 1997 expendi- tures	1998 1999 estimates	Source of funds	2000 2001 estimates
			(a) Services in support of:	
			(i) United Nations organizations	
			(ii) Extrabudgetary activities	
			(b) Substantive activities	
	-	1 171.3	United Nations Habitat and Human Settlements Foundation	1 756.0
	-	2 720.0	United Nations Centre for Human Settlements (Habitat)	2 714.2
			(c) Operational projects	
	-	8 055.0	United Nations Habitat and Human Settlements Foundation	7 000.0
	-	44 000.0	UNDP and other sources	30 000.0
	-		Other sources	
Total (1)	-	55 946.3		41 470.2
Total (1) and (2)	-	60 695.1		46 893.5

^a Incorporating Assessment, monitoring and information.

^b Distribution is not available, due to subsequent restructuring.

Table 13.10

Post requirements^a

Programme: Adequate shelter for all

	<i>Established posts</i>		<i>Temporary posts</i>				<i>Total</i>	
	<i>Regular budget</i>		<i>Regular budget</i>		<i>Extrabudgetary resources</i>		<i>Total</i>	
	1998 1999	2000 2001	1998 1999	2000 2001	1998- 1999	2000- 2001	1998 1999	2000 2001
Professional category and above								
D-2	-	1	-	-	-	-	-	1
D-1	2	2	-	-	3	2	5	4
P-5	2	2	-	-	10	8	12	10
P-4/3	11	11	-	-	14	10	25	21
P-2/1	3	3	-	-	6	5	9	8
Total	18	19	-	-	33	25	51	44
Other categories								
Local level	9	8	-	-	36	13	45	21
Total	9	8	-	-	36	13	45	21
Grand total	27	27	-	-	69	38	96	65

^a Incorporating Assessment, monitoring and information.

- 13.25 Globally, more than one billion people in poor urban and rural settlements remain deprived of adequate shelter and social services. Through the Habitat Agenda, Governments reaffirmed their commitment to the full and progressive realization of the right to adequate housing and to the goal of improving living and working conditions on an equitable and sustainable basis, recognizing their obligations to protect and improve dwellings and neighbourhoods. Despite those commitments, however, there has not been a marked improvement for the poor in respect of shelter, services and social inclusion. On behalf of the United Nations, the Centre will lead its partners in a global campaign for secure tenure as one of the fundamental requirements for a process designed to lead to the progressive social integration of the urban poor and the realization of their right to housing.
- 13.26 In supporting the campaign, the Centre will develop a range of mechanisms, both normative and operational, that will assist the physical and social consolidation of the benefits of tenure. The first and most directly related cluster of policies, skills and activities will focus on the need and benefit for formal and efficient land markets. This will include policy instruments to facilitate security of tenure, including legislative guidelines and the more technical aspects, such as the cadastration of urban land, the registration of titles and systems of record-keeping. The second cluster will focus on improving shelter conditions by strengthening the capacity of local authorities to work with community-based organizations, mobilizing housing finance and micro-credit and technical issues, such as building materials and methods, especially those that promote energy efficiency. The third cluster, which has the most direct linkages to the second subprogramme, will deal with access to infrastructure and urban services, with a particular emphasis on the provision of potable water.
- 13.27 Within the framework of the campaign, the building of strategic and operational partnerships between different levels of government, the private sector, non-governmental and community-based organizations will be emphasized. The Centre will provide its partners with targeted and catalytic support, in order to assist with the formulation and application of enabling and gender-aware policies to improve security of tenure and access by the urban poor to affordable shelter, infrastructure and services. A particular challenge and focus will be on the need to scale up, through capacity-building, institutional development and strategic partnerships with local authorities, the private and community sectors, the wide range of useful but localized experiences and best practices which have been made in many countries in upgrading of urban slum and squatter settlements. The review, with an explicit gender perspective, of existing legislative and administrative frameworks in the context of urban policy reforms, will be required to support the partnership process towards the provision of land, shelter, infrastructure and services at the level of poor urban and rural settlements. The subprogramme will have a built-in process of internal evaluation.
- 13.28 In the context of the Centre's mandate to assess progress made in implementing the Habitat Agenda and in servicing the preparatory process of the special session of the General Assembly in 2001, the Centre will also monitor shelter trends and conditions at the global and national levels. For this purpose, the importance and effectiveness of the Centre's monitoring and assessment capacity will be consolidated and strengthened. The collection, analysis and dissemination of emergent trends and conditions, indicators, statistics, best practices and benchmarks related to security of tenure will be systematically used as inputs for policy options and priorities for capacity-building.

Outputs

- 13.29 During the biennium 2000–2001, the following outputs will be delivered:
- (a) *Servicing of intergovernmental/expert bodies (RB/XB)*
 - (i) Parliamentary documentation. (a) Reports to the Commission on Human Settlements at its eighteenth session: (i) report on the special theme "Security of tenure", (ii) evaluation report on the performance of the subprogramme; (b) report to the special session of the General Assembly (Istanbul +5) on monitoring and assessment of implementing the Habitat Agenda under the theme Adequate shelter for all;

- (ii) Ad hoc expert group meetings. (a) An expert group meeting on a global campaign for security of tenure; (b) an expert group meeting on policy and good practice for security of tenure;
- (b) *Other substantive activities (RB/XB)*
 - (i) Recurrent publications. Third *Global Report on Human Settlements: Housing and Homelessness*; four issues of *Habitat Debate*;
 - (ii) Non-recurrent publications. Policy catalogue and case book of good practices on security of tenure; Guidelines on land information systems at the city level for use by local authorities; Guidelines and capacity-building manuals on operational partnerships to improve housing, infrastructure and services in low-income settlements;
 - (iii) Press releases. Press releases on security of tenure; World Water Day and World Habitat Day;
 - (iv) Technical material. Updated and expanded databases on housing indicators, best practices and good policies on shelter, land and infrastructure;
 - (v) Other activities. Agreements with local authorities and partner organizations on facilitating security of tenure; agreements with local authorities and partner organizations on putting security of tenure and housing rights legislation into practice; sets of modular media and information kits on security of tenure; global networking and information-sharing facilities for regional, national and local urban observatories to analyse shelter, land and infrastructure conditions and trends;
- (c) *Technical cooperation (XB)*

Advisory services. Advisory missions on security of tenure, housing, infrastructure and services (at the request of Governments); a series of capacity-building activities with local authorities (workshops and seminars); city consultations on security of tenure; eight field projects to improve security of tenure and access to shelter, infrastructure and services in low-income settlements.

Resource requirements (at current rates)

Posts

- 13.30 An estimated amount of \$4,440,600, reflecting an increase of \$204,300, would provide for the posts shown in table 13.10 above. The increase is a net result of the following redeployments: (a) one Local level post to be redeployed from this subprogramme to subprogramme 2, Sustainable urban development; (b) one D-2 post to be redeployed inwards from executive direction and management to this subprogramme. As a result, both subprogrammes would be headed at the D-2 level. The redeployments are proposed within the process of restructuring of the programme.

Other staff costs

- 13.31 It is proposed that an amount of \$164,100 be redeployed to executive direction and management, as indicated in paragraph 13.16 above.

Consultants and experts

- 13.32 An amount of \$201,200, reflecting an increase of \$44,300 is requested as follows:
- (a) An amount of \$154,300, reflecting an increase of \$44,300 would cover specialized consultancy services not available in the Centre for the preparation of the following outputs: report on security and tenure; guidelines on land information systems at the city level and on operational partnerships to improve housing infrastructure and services; third *Global Report on Human Settlements: Housing and Homelessness*; agreements with local authorities and partner organizations on facilitating security of tenure and on putting security of tenure and housing rights legislation into practice; report on best practices and good policies on shelter, and infrastructure update and expansion of databases on housing

indicators. An increase of \$44,300 is due to redeployment of these resources from executive direction and management to the programme of work;

- (b) The amount of \$46,900, at the maintenance level, would be required to organize two expert group meetings on global campaign for security of tenure and on policy and good practice for security of tenure.

Travel

- 13.33 The amount of \$42,400, at the maintenance level, would be required for the attendance at meetings organized by United Nations organizations/agencies, governmental authorities, intergovernmental organizations, scientific institutions, non-governmental organizations and other partners.

Contractual services

- 13.34 The amount of \$40,300, reflecting a decrease of \$40,500, would be required for the printing of four issues of *Habitat Debate* (\$19,000), Guidelines and capacity-building manuals on operational partnerships to improve housing, infrastructure and services in low-income settlements (\$8,700), third *Global Report on Human Settlements: Housing and Homelessness* (\$12,600). An amount of \$40,500 would be transferred to subprogramme 2, Sustainable urban development. During the biennium 1998–1999, an amount of \$80,800 was available under subprogramme 4, Assessment, monitoring and information. It is now proposed that it be distributed between the two new subprogrammes.

General operating expenses

- 13.35 An amount of \$42,300, reflecting a decrease of \$26,000, would be required for communication requirements. An amount of \$26,000 would be redeployed as follows: \$19,600 from this subprogramme to subprogramme 2 and \$6,400 to executive direction and management. Following the redeployment, each subprogramme would have \$42,300 for general operating expenses during the biennium 2000–2001.

Supplies and Materials

- 13.36 An amount of \$29,700, shown as an increase, would be required for the costs of stationery and supplies. The increase is due to redeployment of those resources from executive direction and management.

Furniture and equipment

- 13.37 A provision in the amount of \$67,800, shown as growth, is for the replacement of 15 obsolete computers and printers and their maintenance. The increase reflects the proposed transfer of resources from executive direction and management, referred to in paragraph 13.20 above.

Subprogramme 2 Sustainable urban development

Table 13.11 **Summary of requirements by object of expenditure^a**

(Thousands of United States dollars)

(1) Regular budget

Object of expenditure	1996 1997 expenditures ^b	1998 1999 appropriations	Resource growth		Total before recosting	Recosting	2000 2001 estimates
			Amount	Percentage			
Posts	—	3 908.2	(312.7)	(8.0)	3 595.5	397.9	3 993.4
Other staff costs	—	—	252.2	—	252.2	12.3	264.5
Consultants and experts	—	156.4	365.8	233.8	522.2	46.9	569.1
Travel	—	39.5	90.0	227.8	129.5	6.4	135.9
Contractual services	—	—	40.5	—	40.5	7.6	48.1
General operating expenses	—	22.7	19.6	86.3	42.3	8.0	50.3
Supplies and materials	—	—	29.7	—	29.7	5.6	35.3
Furniture and equipment	—	—	54.5	—	54.5	10.3	64.8
Total	—	4 126.8	539.6	13.0	4 666.4	495.0	5 161.4

(2) Extrabudgetary resources

	1996 1997 expenditures	1998 1999 estimates	Source of funds	2000 2001 estimates
	—	—	(a) Services in support of:	
	—	—	(i) United Nations organizations	—
	—	—	(ii) Extrabudgetary activities	—
	—	1 235.6	(b) Substantive activities	
	—	2 935.2	United Nations Habitat and Human Settlements Foundation	2 255.1
	—	—	United Nations Centre for Human Settlements (Habitat)	2 857.1
	—	8 345.0	(c) Operational projects	
	—	46 000.0	United Nations Habitat and Human Settlements Foundation	8 100.0
	—	—	UNDP and other sources	—
	—	—	Other sources	30 000.0
Total (2)	—	58 515.8		43 212.2
Total (1) and (2)	—	62 642.6		48 373.6

^a Incorporating Environment and infrastructure.^b Distribution is not available, due to subsequent restructuring.

Table 13.12 Post requirements^a*Programme: Sustainable urban development*

	<i>Established posts</i>		<i>Temporary posts</i>					
	<i>Regular budget</i>		<i>Regular budget</i>		<i>Extrabudgetary resources</i>		<i>Total</i>	
	<i>1998</i>	<i>2000</i>	<i>1998</i>	<i>2000</i>	<i>1998</i>	<i>2000</i>	<i>1998</i>	<i>2000</i>
	<i>1999</i>	<i>2001</i>	<i>1999</i>	<i>2001</i>	<i>1999</i>	<i>2001</i>	<i>1999</i>	<i>2001</i>
Professional category and above								
D-2	—	—	—	—	—	1	—	1
D-1	1	1	—	—	2	4	3	5
P-5	3	2	—	—	5	7	8	9
P-4/3	11	11	—	—	18	8	29	19
P-2/1	2	1	—	—	9	6	11	7
Total	17	15	—	—	34	26	51	41
Other categories								
Local level	8	9	—	—	33	13	41	22
Total	8	9	—	—	33	13	41	22
Grand total	25	24	—	—	67	39	92	63

^a Incorporating Environment and infrastructure.

- 13.38 An increasingly urbanized world implies that sustainable urban development will depend largely on the management capacities of cities, and the active participation of partners within civil society. Many urban centres are characterized by rising poverty, unsustainable environmental practices, and economic and social exclusion of the poor, particularly women. The Habitat Agenda has affirmed that, in the process of urbanization, policies and programmes for the development of human settlements require strong, open and accountable local government institutions working in partnership with all interested parties. Urban governance, which is defined by how well a population, its representatives and agents identify and deal with the major social, economic and environmental issues, is greatly improved when it is characterized by multi-stakeholder strategic planning, participatory management and the promotion of civic values. Good urban governance should result in economic efficiency, increased social equity and gender-aware policies, overall sustainability, and ultimately in improved living conditions. The activities under this subprogramme are oriented towards the Habitat Agenda theme of "Sustainable human settlements development in an urbanizing world".
- 13.39 Using the global campaign on urban governance as the entry point, the subprogramme will promote good governance in urban development through work clusters which link operational and normative activities at all levels. The work clusters will focus on strategic topics, such as urban management, urban environment, urban safety, and disaster management. Capacity-building will be instrumental for the formation of strategic and specific partnerships at all levels of intervention: community and neighbourhood, city, subnational, national, regional and global. The subprogramme will support city consensus-building processes to establish priorities for socio-economic development and urban investment financing strategies. The subprogramme will also actively promote the initiation of international legal frameworks, policy reforms and enabling legislation which would be required for the promotion of good urban governance. Work under this subprogramme will be carried out through gender advocacy, provision of guidelines and generic tools, strategic catalytic activities, operational projects, networking, awareness-raising and monitoring and evaluation. The subprogramme will have a built-in process of internal evaluation.

- 13.40 In the context of the Centre's mandate to monitor global trends and conditions and to assess progress in implementing the Habitat Agenda, the subprogramme will further strengthen the importance and effectiveness of the Centre's monitoring and assessment capacity for these purposes, as well as for servicing the preparatory process of the special session of the General Assembly for an overall review and appraisal of the implementation of the Habitat Agenda in 2001. Besides strengthening the Centre's own capacity, activities will include support to partners for the systematic collection, analysis and dissemination of urban indicators, statistics, best practices, good policies and exemplary action plans in support of sustainable urban development. Lessons learned from these activities will constitute inputs for policy options and recommendations and priorities for capacity-building related to sustainable urban development.
- 13.41 The subprogramme incorporates the activities related to the preparation of the special session of the General Assembly for an overall review and appraisal of the implementation of the Habitat Agenda. The special session to be held in the year 2001 will review progress made at national and local levels and will assess the appropriateness of mechanisms that have been established at national levels to coordinate and support the different activities set up by Governments at the national and local levels in cooperation with partners from civil society. This call for action at the national level was reiterated by the General Assembly in its resolution 51/77. The special session would consider ways through which implementation at national and local levels could be further promoted and supported. Apart from assessing the effectiveness of coordinating, supporting and implementing mechanisms, this should include consideration of experience with disseminating and learning from best practices and capacity-building activities at the local government level. Drawing from lessons learned in implementing Agenda 21 through the setting up of local Agenda 21 initiatives, the special session will also focus its review on implementing the Habitat Agenda through actions at the local level and would make recommendations for future directions.
- 13.42 A particular focus of the special session will be on assessing the legal, administrative, financial and human resource constraints to carrying out the national plans of action. Based on progress reports from Governments and its own sources of information, the secretariat of the Commission will prepare a global analysis of achievements and constraints to serve as a basis for a review by the special session. This will also allow the special session to formulate a report on lessons learned and to prepare recommendations for future action.
- 13.43 The preparatory process for the review and appraisal of the implementation of the Habitat Agenda will be carried out at the local, national, regional and global levels. At the local, national and regional levels, the organizational arrangements that were successfully and effectively utilized for the preparations for Habitat II will be refined and adapted to the requirements of the special session, with special emphasis on the inputs and participation of local authorities and other partners from civil society.

Outputs

- 13.44 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

- (i) Parliamentary documentation. (a) Reports to the Commission on Human Settlements at its eighteenth session: report on special theme "Urban governance" and evaluation report on the performance of the subprogramme; (b) report to the special session of the General Assembly (Istanbul + 5): on monitoring and assessment of implementing the Habitat Agenda under the theme "Sustainable urban development"; report entitled Global State of the World Cities -- 2001; on the overall progress made in the implementation of the Habitat Agenda; on the contribution of all partners and on actions taken by the United Nations system in the implementation of the Habitat Agenda; on mechanisms for monitoring the implementation of the Agenda, on new and additional resources needed for implementing the Habitat Agenda;

- (ii) Ad hoc expert group meetings. (a) Two expert group meetings: on global campaign for good urban governance and on policy and good practice for urban governance; (b) one high-level global meeting and five regional meetings of the Centre's partners to review the progress made in implementing the outcome of Habitat II; Urban environment forum; International forum on urban poverty;
- (b) *Other substantive activities (RB/XB)*
 - (i) Recurrent publications. Four issues of *Habitat Debate*;
 - (ii) Non-recurrent publications. A policy catalogue and case book on the elements of good urban governance; a report on normative standards and benchmarks for good urban governance; a set of capacity-building manuals on urban governance structures and institutions at local levels; a report on internal self-evaluation; sets of modular media and information kits on urban governance; enabling policy and strategy frameworks on good urban governance; a report entitled *World Charter of Local Self-Government*;
 - (iii) Press releases. Press releases on urban governance; International Decade for the Eradication of Poverty;
 - (iv) Technical material. Databases on urban indicators, best practices, good policies and exemplary action on sustainable urban development;
 - (v) Other substantive activities. Agreements with partner organizations/institutions on improving good governance and on strategies for the reduction of urban crime; regional framework agreements on disaster management and prevention;
- (c) *Technical cooperation (XB)*

Advisory missions on sustainable urban development and good governance (at the request of Governments); a series of capacity-building activities with local authorities on sustainable urban development and good governance (workshops and seminars); city consultations on good urban governance; twelve field projects on sustainable urban development; five field projects on reconstruction of human settlements.

Resource requirements (at current rates)

Posts

- 13.45 An amount of \$3,595,500, reflecting a decrease of \$312,700, provides for the posts shown in table 13.12 above. The staffing requirements correspond to the resources that were available under subprogrammes 2 and 3 of the programme budget for 1998–1999, with the exception of the following: It is proposed that one P-5 and one P-2 be redeployed from the subprogramme to executive direction and management, and that one Local level post be redeployed to this subprogramme from subprogramme 1, Adequate shelter for all. The redeployments are proposed within the process of the restructuring of the programme.

Other staff costs

- 13.46 A provision in the amount of \$252,200, shown as growth, relates to the provision of general temporary assistance equivalent to 20 work-months of a senior officer at the P-5 level and a Local level staff to be engaged in the preparatory process for the special session of the General Assembly. The senior officer is expected to prepare substantive documents for the preparatory process of the special session and coordinate the preparation of other related inputs and activities, such as organization of global and regional meetings. The Local level staff member will assist the senior officer.

Consultants and experts

- 13.47 An amount of \$522,200, reflecting an increase of \$365,800, would be required as follows:
- (a) An amount of \$154,000, reflecting an increase of \$45,800, related to the redeployment of resources for consultancy services from executive direction and management to the programme of work, would be required for specialized consultancy services to prepare the following outputs: report to the Commission on Human Settlements on the special theme "Urban Governance"; *Global State of World Cities, 2001* for the special session of the General Assembly; *World Charter on Local Self Government*; report on enabling policy and strategy frameworks on good urban governance; agreements with partner organizations/institutions on improving good governance and on strategies for the reduction of urban crime; a set of capacity-building manuals on urban governance structures and institutions at the local level;
 - (b) An estimated amount of \$368,200, reflecting an increase of \$320,000, would be required for expert group meetings as follows: (i) \$48,200, at the maintenance level, relating to the organization of two expert group meetings on the global campaigns on good urban governance and on policy and good practice for urban governance; (ii) \$320,000 (reflected as an increase), relating to the organization of preparatory expert meetings for the special session of the General Assembly: one global meeting and five regional meetings of the Centre's partners.

Travel

- 13.48 An estimated amount of \$129,500, reflecting an increase of \$90,000, would be required as follows: (a) an estimated amount of \$39,500 for participation of staff in the meetings organized by United Nations organizations/agencies, governmental authorities, intergovernmental organizations, scientific institutions, non-governmental organizations, and other partners in the field of sustainable urban development; (b) an amount of \$90,000 (shown as growth) for the participation of the staff in the special session of the General Assembly and in other international meetings related to the substantive preparation of the special session.

Contractual services

- 13.49 An amount of \$40,500 (shown as growth) would be required for the printing costs of four issues of *Habitat Debate* (\$19,000), *Global State of the World Cities, 2001* (\$8,500), *World Charter on Local Self Governments* (\$8,500); and regional framework agreements on disaster management and prevention (\$4,500). The growth is due to the redeployment of resources from subprogramme 4 of the programme budget for 1998–1999, following the restructuring of the programme.

General operating expenses

- 13.50 A provision in the amount of \$42,300, reflecting an increase of \$19,600, is required for communication costs. An increase is due to the redeployment of resources, as explained in paragraph 13.35.

Supplies and materials

- 13.51 A provision in the amount of \$29,700, shown as a growth, is required for stationery and supplies. The resources would be redeployed from executive direction and management.

Furniture and equipment

- 13.52 An estimated amount of \$54,500, shown as a growth, reflects the redeployment of \$35,200 from the executive direction and management programme and a net growth of \$19,300. The provision would be required for the replacement of 12 obsolete computers and printers.

Table 13.13 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions**

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
Advisory Committee on Administrative and Budgetary Questions (A/52/7, chap. II, part IV) From the information provided to the Advisory Committee, it is not clear the extent to which the Commission on Human Settlements reviewed the programme of work of the Centre in terms of prospects for its full implementation. In this connection, the Committee invites the Commission to review and assess, in the light of the critical financial situation of the Centre and of the United Nations Habitat and Human Settlements Foundation, the Centre's planned programme activities and outputs, in particular the recurrent and non-recurrent publications, with a view to determining which ones need to be dispensed with or postponed (para. IV.59).	At a joint meeting of the working groups on finance and administration and on the work programme, held in June 1998, the Committee of Permanent Representatives was informed about the status of implementation of the Centre's 1998-1999 work programme, and specifically about how it was affected by the shortfall of funds from the United Nations Habitat and Human Settlements Foundation. The management of the Centre explained that the work programme was under review in order to apply cost-saving measures to the extent possible, while limiting the likely impact on activities and outputs which were considered priorities by the Commission. The measures taken in this regard include: (a) shifting some of the costs to programmes funded by earmarked sources; (b) reducing the number of advisory sessions, consultations with partners and workshops; (c) more targeted use of the regular budget funds; (d) reducing printing and dissemination costs by wider use of the Internet for the technical publications; (e) postponing or combining some outputs. Through such measures, it was possible to reduce further the programme support costs funded from the Foundation's non-earmarked resources, without affecting high-priority activities in subprogrammes 1, 2 and 3. However, the most serious cost implications for the Foundation are still in subprogramme 4, connecting the activities of the Global Urban Observatory, public information activities and the Centre's work on statistics.

*Brief description
of the recommendation*

*Action taken to implement
the recommendation*

Report of the Office of Internal Oversight Services (A/51/884)

The Centre is currently reviewing its programme to address the post-Habitat II requirements. The new programme should be more focused, better integrated and reflect the strong linkages between research and technical cooperation. It should also integrate the functions of the field offices within the overall programmatic structure (SP-96-002-1) (para. 51).

The secretariat of the Centre should be reorganized along the programmatic lines decided upon. Any reorganization should be more aligned to the programme structure and its organizational elements mutually supportive of each other. It should also take into account the constraints imposed by the scarcity of resources, and avoid the fragmentation of those resources over small units (SP-96-002-2) (para. 52).

The functions of the various organizational elements, as well as the lines of authority and linkages between them, should be clearly articulated in a document that should be made available to all staff (SP-96-002-3) (para. 53).

The strengthening of regional activities should be part of a well-articulated policy strategy and should adhere to the criteria set by the Commission on Human Settlements at its fifteenth session in resolution 15/7 (SP-96-002-4) (para. 54).

Authorities delegated to senior officials and heads of divisions should be documented and their responsibility and accountability spelt out in a clear manner (SP-96-002-5) (para. 55).

During 1998, the Centre went through a significant process of assessment and revitalization, in response to observations contained in the report of the Office of Internal Oversight Services and in the four-nation assessment report. As part of this process, a strategic vision for a revitalized Habitat was formulated in November 1998, which is the basis for the new work programme for the biennium 2000–2001. In response to the request for better focus and integration, the new work programme consists of only two subprogrammes, which are fully in line with the two themes of the Habitat Agenda. The work programme will be carried out through complementary and interdependent priorities on normative (research) and technical cooperation activities. The work of the field offices will be an integral part of the two subprogrammes.

The secretariat of the Centre is now being reorganized based on the strategic vision for a revitalized Habitat and the work programme for the biennium 2000–2001.

The recommendation will be implemented immediately after the new structure of the Centre is in place.

As mentioned earlier (SP-96-002-1), the activities of the field offices are now an integral part of the work programme for the biennium 2000–2001, and are in line with the directives of the Commission on Human Settlements.

This recommendation is being implemented in conjunction with recommendations SP-96-002-2 and SP-96-002-3.

*Brief description
of the recommendation**Action taken to implement
the recommendation*

There is a need for a mechanism to monitor organizational performance and evaluate it and to report thereon directly to the Head of the Centre. This mechanism should be provided with the authority and capacity to evaluate the efficiency, effectiveness and impact of the Centre's technical analysis and research, as well as its technical cooperation activities and their effectiveness in achieving the organization's goals (SP-96-002-6) (para. 56).

The Centre should separate the project appraisal function from the monitoring and evaluation function (SP-96-002-7) (para. 57).

Report of the Board of Auditors
(A/53/5/Add. 8, chap. II)

The Board recommends that the Administration prepare the financial statements in conformity with the United Nations System Accounting Standards (para. 16).

The Board recommends that the Administration ensure full compliance with the administrative instructions (para. 18).

The Board recommends that the Administration review the need for maintaining an operating reserve in accordance with administrative instructions (para. 20).

The Board recommends that the Administration review the basis of its fund-raising strategy, with the aim of increasing the quantum of contributions, especially those that are not earmarked (para. 28).

The Board considers that delays in the execution of projects defeat the objectives of the projects substantially. The Board recommends that the Administration analyse the reasons for substantial time overruns in projects and take corrective measures (para. 36).

Implemented. The oversight system includes a self-evaluation exercise and was completed during the biennium 1996-1997.

Implemented. The project appraisal functions were separated from monitoring and evaluation functions. A Project Review Committee was established and is functioning effectively.

The recommendation was noted and the Centre will discuss it further with the United Nations Office at Nairobi and the Management and Accounts Division at United Nations Headquarters, for incorporation in the 1998 interim statements, as appropriate.

The recommendation was accepted and will be incorporated in the 1998 interim statements.

The recommendation was accepted and will be incorporated in the 1998 interim statements.

Additional efforts are being made to increase non-earmarked contributions.

Reasons for time overruns are analysed on a case-by-case basis. Unit coordinators and programme management officers have been instructed to document the reasons properly and to take corrective measures to minimize delays in project execution.

<i>Brief description of the recommendation</i>	<i>Action taken to implement the recommendation</i>
The Board recommends that the Administration set a time-frame for closing projects financially soon after their operational closure (para. 38).	Programme management officers have been instructed to reduce the time lag between operational closure and financial closure of projects which, in principle, should not exceed two years.
The Board recommends that, in order to enable proper monitoring of projects, all relevant records pertaining to projects relating to field offices be available at the headquarters of the Centre (para. 39).	Important documents and basic records on projects implemented by the Rio de Janeiro and Fukuoka Offices are now available at headquarters.
The Board recommends that the Administration ensure that full documentation is maintained in the relevant project files and enhance the information in the statement of closed projects to show full details of project out turn and delivery as a means of evaluating performances (para. 41).	Unit coordinators have been instructed to maintain full documentation in relevant project files and to be proactive in project evaluation.
The Board recommends that the Administration take an early decision on a sales policy for the organization (para. 47).	The Publications and Information Board has taken a decision on the Centre's sales policy.
The Board recommends that steps be taken to generate information about actual costs of production and other expenses in order to control costs and help in the pricing of publications (para. 49).	All production and printing is done by the United Nations Office at Nairobi printshop, which is the lowest bidder on contracts.
The Board recommends that contracts be finalized with transparency in accordance with the financial rules and that the requisite approvals be obtained before the contracts are awarded (para. 53).	All contracts are handled by the United Nations Office at Nairobi on behalf of the Centre.

**United Nations Centre for Human Settlements
Proposed organizational structure and post distribution for the
biennium 2000-2001**

